

I AM DLA



My name is:
Tanya Lee

I am:

Acting Director, Defense Logistics Agency Enterprise Support. DES manages facilities and installations, security, environmental programs, and Morale, Welfare and Recreation.

Describe your job in a sentence:

I am like a city manager — I oversee the police, safety, emergency services, and building operations among other things.

How long have you worked for DLA:

15 years — I started as a GS-6 in 1993

What's your favorite thing about working at DLA:

I love the diversity of the things this Agency does. I've done a little bit of everything here. Every job I've ever wanted to do, I've been able to do. There's an enormous opportunity to excel and grow.

What's your best memory of working here:

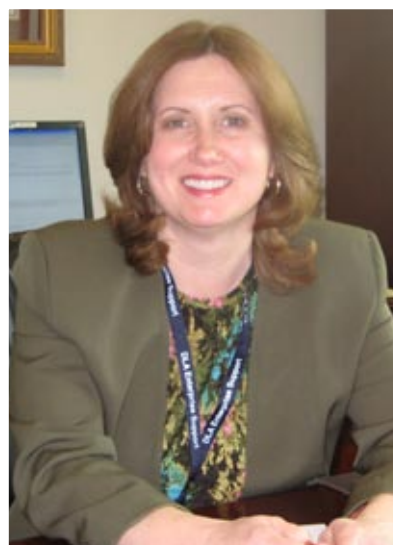
I was attending a meeting as site director of DES Europe with Defense Supply Center Philadelphia-Europe and the folks participating were talking about sending special meals and water to troops in Iraq. At that time, my oldest son was a Soldier stationed there. This meeting was talking about the food my son was going to consume. I thought wow, I'm still able to take care of my son and make sure he's got the things he needs through the efforts of DLA.

How do you make a difference to the warfighter:

We are touching troops stationed all around the world through our every action. We need to do our jobs so the warfighters can do theirs. We're one step removed and we may not be in harm's way, but everything we do at DLA is important to ensuring the success of our armed forces.

When my youngest son completed his basic training, he came home and we went to the Fort Belvoir, Va., clothing sales store. He bought his boots and t-shirts, all marked with the DLA label. I had such pride to be able to say "we did that; DLA did that."

Tanya Lee



DEFENSE LOGISTICS AGENCY

DIMENSIONS

MAY - JUNE 2008

DLA ON THE FRONT LINES

Our Final Issue of
Dimensions



from the DIRECTOR

Army Lt. Gen. Robert T. Dail
Director, Defense Logistics Agency

Since becoming director of the Defense Logistics Agency in the fall of 2006, I've made it my single focus to bring our Agency's operations and strategy into alignment with the needs of our nation's warfighters. Since then, we have made great strides in extending our enterprise forward to the point of demand.

On my trips to our forward locations around the globe, I've learned many of our customers are satisfied with our current level of support, but many want more from DLA. They are looking to leverage our capabilities

so they can focus resources and efforts on their own warfighting readiness and transformation.

To accomplish this mission, we continue to send members of the DLA team forward on our DLA Contingency Support Teams. First called to action in the 1990s to support combat and peacekeeping operations in Macedonia and Kosovo, these volunteer teams continue to provide wholesale logistical support to our military services carrying out missions in Southwest Asia.

Defense Supply Center personnel are moving on-site with major customers to Army maintenance depots, Air Force logistics centers, Navy shipyards and Marine Corps depots. These professionals are building better relationships between the services and DLA, improving demand planning and, above all, ensuring our customers receive the items they need.

We have activated new Agency detachments under the Base Realignment and Closure 2005 supply, storage and distribution decisions, which will move the military services and Department of Defense closer to reconfiguring supply, storage and distribution infrastructure under a single integrated provider – DLA.

We need creative, energetic and knowledgeable representation at the "point of the spear," to help DLA link our tremendous supplier network with our warfighting customers' demand.

I'm proud to serve with each of you, and for what we've accomplished thus far. There's much more to be done and I look forward to seeing us continue to extend this great enterprise forward to our troops. We should strive to ensure our support is worthy of their service and sacrifice. ★



Submissions and correspondence may be sent to the following address:

Headquarters, Defense Logistics Agency
Office of Public Affairs
8725 John J. Kingman Road
Suite 2545
Fort Belvoir, VA 22060-6221
703-767-6200
FAX 703-767-6187

E-mail dimensions@dla.mil

Dimensions is an authorized publication for the Defense Logistics Agency's work force of federal civilians, active-duty military and Joint Reserve Forces augmentees at Agency activities worldwide. Contents of this publication are not necessarily the official views of, or endorsed by, the U.S. Government, the Department of Defense or the Defense Logistics Agency.

Dimensions is prepared electronically, using desktop publishing applications; no commercial typesetting costs are involved. Photos not credited are courtesy of Agency sources.

DIMENSIONS

Official Work Force Magazine of the
Defense Logistics Agency

DLA Director

Army Lt. Gen. Robert T. Dail

DLA Vice Director

Air Force Maj. Gen. Arthur B. Morrill III

Acting Director, Public Affairs

Douglas Ide

Dimensions Staff

Managing Editor	Christine Born
Editor	Heather Athey
Writer/Editor	Beth Reece
Writer/Editor	Jonathan Stack
Layout/Design	Paul Henry Crank

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Front Cover
— Photo illustration by Paul Henry Crank

Our final issue of DIMENSIONS

This issue marks an end to almost two decades of DLA's Dimensions magazine. We're excited to announce the debut of a new consolidated Agency flagship publication — Loglines.

This last issue is a sneak peek of the new bimonthly publication that premieres July 1 with its updated layout and more current information for both employees and customers. Let us know what you think as you enjoy your new magazine!



On the **FRONT LINES**

DCSTs: PUTTING A FACE ON LOGISTICS

Story by Beth Reece

Navy Senior Chief Storekeeper Derrick Bond has seen what most others can't. The tank that needs fixing, the Soldier who needs a new uniform – from his forward post as senior enlisted advisor to four Defense Reutilization Marketing Offices spread throughout Iraq last year, Bond looked his customers in the eyes.

“My team and I were right there where they needed us, getting parts from our inventory so they could get back out and fight. I truly felt we contributed to the global war on terror,” said Bond, who deployed September 2006 through September 2007 as part of the Defense Logistics Agency Contingency Support Team, Iraq.

DCSTs take logistics support to the battlefield, where new technology and business

Members of Defense Logistics Agency Contingency Support Teams help speed warfighter access to building materials and heavy equipment, like backhoes, in theater.

practices make it possible for team members to work alongside uniformed customers, getting parts and supplies where they're needed faster.

More than 40 DLA employees currently serve on DCSTs in Afghanistan, Iraq and Kuwait. A one-member team also resides in Kosovo.

Deployed for approximately six months, team mem-



Navy Petty Officer 2nd Class Eric Powell



Marian Hunter and Air Force Lt. Col. Darlene Sanders, commander Defense Logistics Agency Contingency Support Team-Afghanistan, visit a DLA supreme prime vendor site at Kabul as part of their customer outreach.



On the **FRONT LINES**



"Our customers value the fact that we're there on the ground, where we can have a more immediate response."

— Army Lt. Col. Sheila Seitz

bers provide fuel, materiel and contract management, disposal services and asset visibility. They may help field such equipment as the latest body armor, or scour local warehouses for hard-to-find resources like wood for barracks.

"They are a face for the customer who needs a part, is having problems with a part or has a sudden demand come up," said Army Lt. Col. Sheila Seitz, Joint Logistics Operations officer. "Our customers value the fact that we're there on the ground, where we can have a more immediate response."

Parts that once took two weeks to expedite with long-distance correspondence may now be customer-bound within 48 hours thanks to DLA's forward presence and consolidated ordering systems, according to Army Sgt. 1st Class Remon Allen, DCST coordinator.

"That means shipped, headed toward the plane, to the customer," Allen said, adding that requests coming from Southwest Asia shoot to the front of the queue at DLA supply centers.

Marian Hunter, a weapons support-system manager for the Defense Supply Center Richmond, Va.'s mapping facility, returned last November from Bagram, Afghanistan, where she led a team of 14 civilian and military employees.

The chance to attend unit maintenance meetings and talk directly with service members helps DCSTs better solve issues, she said. "The end result is what we all want – well-equipped, well-protected warfighters."

Because Bond saw the wear and tear of Soldiers' uniforms, he created a program so they could exchange worn-out uniforms for new ones. And when the Department of Defense recognized last year that not all deployed service members had the new advanced

Murrey Vedel, a customer account specialist from Defense Supply Center Richmond, recently completed back-to-back deployments to Afghanistan and Iraq that took him away from the Virginia center for 12 months.

Air Force Master Sgt. Brian L. Boone



Soldiers from the 3rd Infantry Division and Iraqi soldiers pull together to offload barrier equipment provided by Defense Logistics Agency Contingency Support Team members at an Iraqi checkpoint in Jamia.

combat helmet, DLA employees on the ground quickly helped fill the gap.

"We shipped 100,000 of these new helmets within a 10-day period so all the services could push them out to their people in a timely manner," said Seitz, who deployed with a DCST last year to Camp Arifjan, Afghanistan.

Volunteers

DCSTs are a mix of military and civilian employees from across the Agency's defense supply centers, the Defense Distribution Center and Defense Reutilization and Marketing Service. While employees in emergency essential positions may be required to deploy, most team members volunteer – some for the extra money, others to see the opposite end of the pipeline.

"Here at headquarters level, we're in charge of fielding the teams equally across the centers," Seitz said. "But that's rarely a challenge because each center wants representation on the teams, and we also get a surprising amount of volunteers from within headquarters."

Members volunteer for specific slots – ranging from administrative to packing and loading – but their skills must match position requirements.

Volunteer requests are submitted to force providers located at each center. Once approved for deployment, force providers help employees complete the DLA Deployment Checklist and ensure they receive deployment-related training. (See related story on page 8.)

Training includes the Basic Contingency Operations Training at Los Alamitos, Calif., where employees learn

wear and care of uniforms and individual equipment; weapons familiarization; force protection; first aid; map reading and land navigation; and more.

Materiel Management Contingency Training rotates among field activities and prepares employees for materiel management using automated systems.

Employees' final stop before deploying is the CONUS Replacement Center at Fort Benning, Ga., where

A Taste of Home

When dinner came around that night, the smell of bread baking overwhelmed the three-story building. The Soldiers and the Kurdish workers followed the aroma to the kitchen, where they found a man slicing and buttering loaves still hot from the oven.

Navy Lt. Cmdr. Sterlen Barnes, currently serving as the Defense Logistics Agency Contingency Support Team liaison officer at Habur Gate in Northern Iraq, missed the fresh, homemade bread he and his fellow submariners had baked every night while at sea. So, he decided to gather the necessary ingredients and whip up a little taste of home for the folks working there.

Although Habur Gate is a remote outpost where personnel eat unitized group rations at every meal, Barnes was able to find everything he needed but yeast, which he asked his wife, Jackie, to send in a care package from their home in San Diego.

Once the yeast arrived, Barnes set to his task, and in the process astounded several of the local women.

"The bread was a welcome taste of home for all of us at Habur Gate," said Navy Petty Officer 2nd Class Christopher Banning. "And the Iraqi women were amazed to see a man cooking in the kitchen."

Barnes is slated to return from this deployment in December. ★

— DLA Public Affairs



On the FRONT LINES

they finish training and readiness processing, and receive uniforms and equipment.

While many volunteers request deployment to Iraq, Murrey Vedel, a customer-account specialist with Aviation Customer Operations at DSCR, cautions those deploying for the first time. Having encountered the enemy through indirect fire, he believes employees' first exposure to the DCST mission shouldn't be in a war zone.

"From what I've seen forward, a combat environment

is not a training environment," he said. "For someone who has never deployed, Kuwait might be as far as they should go. That's not to minimize the work being done in Kuwait, but it is a far different environment from Iraq."

Civilians are not allowed to carry weapons, but Seitz said pre-deployment training readies team members for any scenario they may face. No DLA employees have died serving in the current conflict, though a few have been injured, she said.

The Big Picture

Most Agency employees who have deployed to Iraq or Afghanistan say downrange is where DLA needs to be. Proof is in how many times they've deployed. Marian Hunter has deployed four times since 2001. Bond has deployed three times. And Vedel, an Air Force retiree, has deployed three times since joining DSCR in 2005.

"It was a personal thing for me, a calling," he said, having accepted his emergency essential position knowing he'd have to deploy, and wanting to.

While there are monetary perks to deploying, Hunter said those incentives are often misunderstood or overstated.

"I believe people need to go with the mentality that they will help the customer and be a good ambassador for DLA," she said. "If they make some extra money at the end of the deployment, that's great – it just shouldn't be the most compelling reason to go."

Working and living in the same harsh conditions as customers lends DLA representatives a clearer view of

A Sailor hangs a lighting bracket in a housing unit in Iraq. Defense Logistics Agency Contingency Support Team members help warfighters get hard-to-find materials like wood to improve living spaces at forward locations.

Most Agency employees who have deployed to Iraq or Afghanistan say downrange is where DLA needs to be.



Navy Senior Chief Jon E. McMillan

Collaboration Saves Lives in Iraq

When Navy Cmdr. William Darney arrived in Iraq as part of a Defense Logistics Agency Contingency Support Team, he found 25,000 unfilled orders for glow plugs and quickly learned why this \$31.52 part was critical to warfighter safety.

Darney's customers were using the plugs — ordinarily used to heat and start diesel engines — to sniff out buried improvised explosive devices that were being activated by the heat of passing Humvees.

To help decrease the IED threat, Soldiers developed what they named the "rhino," which Darney described as "basically a box on a pole attached to the front of the vehicle." In the rhino, glow plugs run constantly and are exposed to more vibration, thereby decreasing their lifespan.

When Darney arrived, military units were ordering 10,000 plugs a month, creating supply chain challenges because there was only one supplier. But with a clearer understanding of the part's role in Soldier safety, Darney was able to forecast and relay the monthly demand to Defense Supply Center Columbus, Ohio, officials, who then awarded contracts to cover the increased demand.



Navy Cmdr. William Darney

The Army Research Laboratory also determined that giving the glow plug four ceramic spacers instead of one would increase the plug's life by 300 percent, said Darney.

Through the efforts of the Defense Logistics Information Service at Battle Creek, Mich., the redesigned part retained its original national stock number because the original application for which the plug was designed was not affected.

"Since the NSN didn't change, the parts could be ordered on existing contracts and the supplier was able to ramp up production," Darney said. "This situation stresses the critical need to have DLA personnel on the ground with

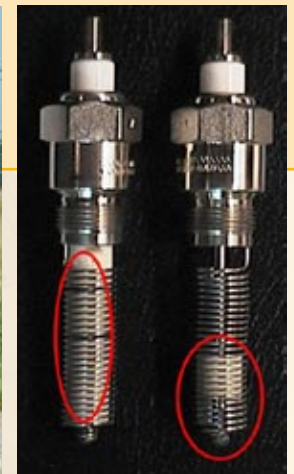
the services."

When not deployed, Darney is chief of the Customer Relationship Management Cell for the Navy Customer Facing Division, Aviation Customer Operations, Defense Supply Center Richmond, Va.

— Cathy Hopkins
Defense Supply Center Richmond Public Affairs



Soldiers developed the rhino, a box attached to the front of a Humvee, to help sniff out improvised explosive devices. A Defense Logistics Agency Contingency Support Team member helped facilitate the glow plugs' redesign and speed its entry into theater.



what's really important to troops on the ground, Vedel said.

"You get a sense of what's really important to them. And everything is a priority, so being there helps you to distill it down to what's the most important," he said.

That kind of knowledge can't be gleaned from behind a desk back home, Hunter added.

"If you want to come to DLA and understand our mission and our role supporting DOD, deploying will teach you everything you need to know in 179 days, guaranteed. You'll come back with a puffed up chest, with the belief that your role is very important to the warfighter," Allen said. ★



New Tools Ease

DEPLOYMENT CYCLE

Story by Beth Reece

Deployment and redeployment processes have drawn renewed interest and improvements from two Defense Logistics Agency task forces.

A standard Southwest Asia Deployment Checklist now helps employees prepare for deployment, and a new reintegration policy merges the expertise of Family Advocacy Program managers and force providers to give employees the tools for smooth reunions.

"We started with plans to create a reintegration policy, but quickly realized there wasn't a single source where employees could go for the information they needed before deploying," said Rosemary Smith, chief of Morale, Welfare and Recreation's

"Whether they're military or civilian, we develop a relationship with families so they know where to get help if something goes wrong when the spouse is away."

— Mary Asmonga-Knapp

Family Support Program.

Also worried that employees may not be getting correct information from available sources, the SWA Deployment Transformation Task Force developed an official checklist for all DLA employees.

The checklist includes information for both civilian and military employees deploying for 17 days or less, or for up to six months. It

outlines instructions ranging from pre-deployment training and medical evaluations to powers of attorney and family readiness.

"It's changed the way we interact with our employees before they deploy," said Gloria Sherman, a force provider with the Defense Logistics Information Service in Battle Creek, Mich. "This helps us

make sure our employees are actually ready to deploy, and makes them feel that their families are taken care of after they leave."

Under the Agency's new reintegration policy, social workers assigned to DLA's Family Advocacy Program are also connecting with employees and families before deployment.

"Whether they're military or civilian, we develop a relationship with families so they know where to get help if something goes wrong when the spouse is away," said Mary Asmonga-Knapp, FAP manager at DLIS. "If there are issues, we're people they can call for help."

Asmonga-Knapp even reaches out to employees' children and grandchildren, sending them Sesame Street's "When Parents Are Deployed" DVD and deployment-related coloring books. When a deploying grandparent who'd just received custody of a disabled child recently asked for the FAP's help, Asmonga-Knapp put him in touch with a Shriners Hospital in Tampa, Fla., to assist with the child's care.

FAP managers can help families find financial aid or link them with local child-care services and chaplains. They can teach parents how to communicate with each other and with children despite long distances. And they may also locate family members of other deployed employees so those left behind can share experiences and emotions.

"Sometimes they just need somebody to talk to," Smith said. "They're lonely, they're frustrated or scared, so we make sure there's someone available to listen."

FAP managers reach out to families one, three and six months after redeployment and reunion. Lengthy separations can make it hard for families to reconnect or accept change, and post-deployment depression may also occur.

According to Asmonga-Knapp, adrenaline withdrawal plagues many employees returning from South-west Asia.

"People deployed to a war zone are on an adrenaline high, working 16-hour days but feeling very purpose-driven," she said. "When they come

back to the same job, the same desk, it's just not as challenging. There's the whole 'Why am I here? What am I accomplishing?' thing."

Some actually grieve, and others experience Post Traumatic Stress Disorder.

"I had one gentleman tell me about the turn-in of a shot-up Humvee that had blood on it, and how he had found a Soldier's dog tags inside. He was a secondary recipient of trauma," she said, adding that such programs as Military One Source can help.

Former MWR Director Kimberly Combs said drawing from community resources keeps DLA employees from being at a disadvantage for not having traditional family support groups that exist in most military units.

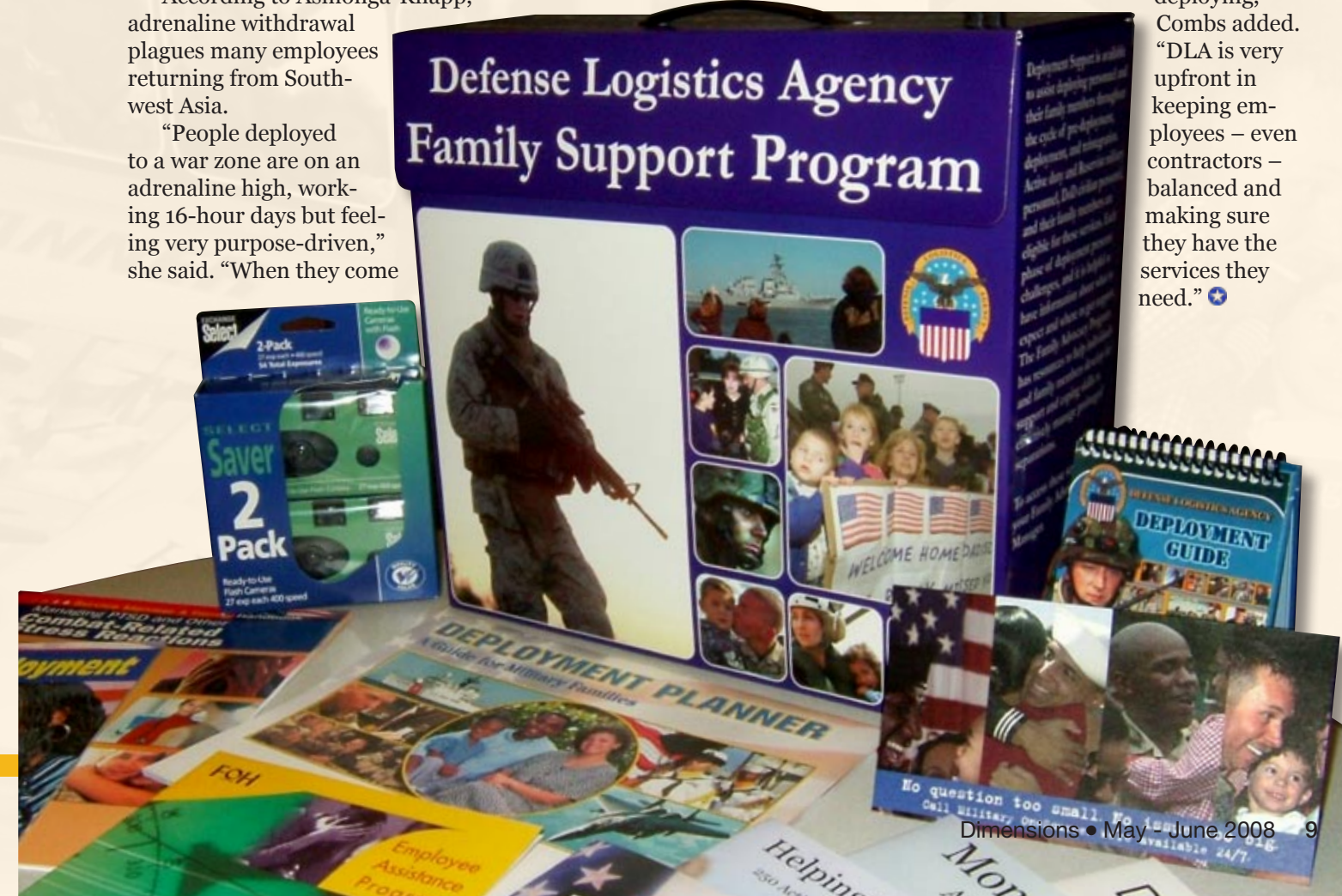
"We don't have family readiness groups like service members are used to because DLA is so small and most of our deployers are individual augmentees. They don't deploy as a platoon or group," Combs said. "But it's still important for them to have the same level and quality of services available throughout the Department of Defense, especially for those who have never deployed. Deploying can be just as hard as moving or starting a new job."

Asmonga-Knapp said employees in her area have noticed the coordinated effort enough to say "thanks."

"In some respects I think DLA does a lot better than the services because when you talk about DOD deploying, you think active duty, National Guard and Reserves. Seldom do you hear talk about civilians

deploying,"

Combs added. "DLA is very upfront in keeping employees — even contractors — balanced and making sure they have the services they need." ★





Employees, Customers Praise

FORWARD PRESENCE

Story by DLA Public Affairs

The Defense Logistics Agency's "extending the enterprise" initiative is drawing high praise from employees and customers.

The program places customer account specialists on-site with major customers, where they can build better relationships and ensure customers receive the parts they need.

Eyvette Preston from the Defense Supply Center Richmond, Va., DLA's home for aviation support, works with customers at the 76th Maintenance Wing, Oklahoma City Air Logistics Center, Tinker Air Force Base, Okla.

"In my job, I have the ability to sit with the customer, weed through and analyze line stoppages, and work as a liaison to DLA to convey

that message of urgency in order to keep the production line at Tinker moving," she said.

Like other customer account specialists, Preston likes having a hands-on approach with customers and seeing progress with her own eyes.

Four additional CASs may be assigned to Tinker by year's end, according to Neal Miller, lead of the nine-member DSCR team there. He said CASs are self-starters whose face-to-face interaction helps them better understand customers' requirements.

"They're enthusiastic and they're at the forefront everyday making a difference," he said. "They make things happen faster being here than if they weren't here."

Defense Supply Center Columbus, Ohio, employees are also forward stationed. Rob Foltz, Annetta

Hopewell and Renee Spann were DSCC's first to complete 120-day assignments at U.S. sites last year.

A customer account specialist for Maritime Customer Operations, Foltz served at the Navy's Priority Material Office in Bremerton, Wash.

"We created and developed the PMO Casualty Report Emergency Buy Program, in which the hottest DLA-Navy requirements are awarded within a 24-hour period," he said. He also helped create a "hot-list" tool that lets maritime customer account specialists focus on the Navy's most urgent needs.

So successful was Foltz's rotation that Navy customers at PMO Bremerton requested a follow-on DLA representative.

"The amount of service provided by one person was such that the customer asked us to send a second person and we were able to do that," said Navy Cmdr. Rodney Blevins.

Now assigned to Land Customer Operations, Spann worked at the Norfolk, Va., Naval Shipyard.

"Being there only drove me harder to reach out to customers and educate them on the things they do not understand, such as the Enterprise Business System and DLA's processes," she said.

The assignment also gave Spann a better appreciation for work done by her DSCC coworkers.

"It was like being on active duty again. My teammates in Maritime responded each and every time I

called, sometimes before I could call," said the 10-year Navy veteran.

Seeing how her efforts impacted DLA's support to military customers made Hopewell, also with DSCC's MCO, proud to be part of the DLA team.

"The customer logistics-support specialist role will provide DLA a direct link to the Navy customer, resolving their supply issues face-to-face, which will bridge the gap between customer support and readiness," Hopewell said. "This concept will definitely improve DLA's relationship with the Navy customer."

Land Customer Operations employees are also working with Army maintenance depot customers in Tobyhanna and Letterkenny, Pa., Anniston, Ala., and Red River, Texas; Rock Island Arsenal, Ill.; Tank-automotive and Armaments Command in Warren, Mich.; and Marine Corps customers in Albany, Ga., and Barstow, Calif.

"If you are ready to do whatever it takes to create an effective and efficient cohesiveness between DLA and the customer, then this is the job for you," Spann added. 🌟

An Airman removes rust from support equipment aboard the *USS Enterprise*. Employees from Defense Supply Center Columbus, Ohio, work with Agency customers at the Norfolk, Va., Naval Shipyard to procure parts for Navy vessels like the *USS Enterprise*.

Navy Seaman Nowie Solis





On the **FRONT LINES**

GET UP AND GO

Deployability Key to Flexible Support

Story by Scott Woosley

Big box stores claim to have every item consumers need under one roof. A Defense Department agency is building on that idea, with a world-class distribution service that can deploy within hours in response to natural disasters or military contingencies around the world.

The Defense Distribution Center's Deployable Distribution Center, or DDXX, is a key component in the Defense Logistics Agency's arsenal to ensure warfighter demands are met on time, every time. Within 24 hours of notification, an assessment team is sent to the site to determine resources needed to provide distribution support. Within days, a team arrives along with systems and equipment to handle the flow of supplies.

"Operating a combat support function from a fixed infrastructure just isn't going to cut it today," said DDC Commander Army Brig. Gen. Lynn Collyar. "We have to continually generate innovative ideas on

Scott Woosley is a public affairs specialist at the Defense Distribution Center.

DDC Photo



A forklift driver removes an air pallet from a delivery truck at Osan Air Base, Korea. Materiel was diverted through the Defense Distribution Center's Deployable Distribution Center as part of a limited user evaluation of the deployable center.



On the FRONT LINES



DDC Photo

Donnie Hernandez, left, and Walton Evans review pallet packing sheets to verify pallet contents. Hernandez and Evans are both distribution process worker supervisors for the Deployable Distribution Center.

experienced and willing to deploy almost immediately after notification.”

When deployed for a mission, team members work to ensure disaster relief responders or military personnel – depending on the mission – get what they need to do their jobs. By design, the team can be deployed on short notice.

DDXX team members take along everything necessary to set up a complete distribution operation on short notice, including trucks, forklifts and two portable buildings. That way, the team can get to work regardless of surrounding infrastructure.

“Being able to use existing buildings at a site has advantages, but bringing our own buildings ensures that we have the facilities and space we need to get the job done,” Parsons said.

DDXX has its own operations center equipped with commercially-available communications equipment to provide deployed personnel the same services accessible at one of DDC’s fixed sites. Generators,

how to optimize our support.”

DDXX was established in response to the devastation wrought along the Gulf Coast by Hurricane Katrina in 2005. In the aftermath, government and military officials determined a flexible distribution hub could provide more efficient support to first responders and follow-on teams.

The small team that deployed

The inside of the Deployable Distribution Center’s Theater Consolidation and Shipping Point is structured the same as at the Defense Distribution Center’s fixed facilities. DDXX’s staff processes materiel in the same sequence as at other locations, allowing them to begin as soon as they arrive.

DDC Photo

to the Gulf Coast in 2006 grew to include members from Defense Distribution Depots San Joaquin, Calif.; Red River, Texas; DDC Headquarters in New Cumberland, Pa., and most recently Defense Distribution Depot Susquehanna, Pa.

According to Marc Parsons, DDXX director, there are currently 100 full-time team members, but that number can swell to more than 400 depending on the situation.

“Anyone who wants to be a part of our team has to be highly skilled, motivated and flexible,” said Ron Lombardi, manager of the DDSP team. “We need people who are



DDC Photo

Jocelito Olega, left, Robert Serrato, center, and Karson Beal unpack an air pallet at Osan Air Base in Korea. As distribution process workers for the Defense Distribution Center’s Deployable Distribution Center, they can deploy within 24 hours of notification to respond to natural disasters or military contingencies around the world.

satellite connections and phones make the system complex, but it can provide communications within 10 minutes of arrival and be fully functional in under four hours.

“The operations center is globally deployable and easy to get up and running,” said John Schneider of the Naval Surface Warfare Center in Crane, Ind., and the communications lead for the deployable center. “This is the hand of DLA reaching out to the world.”

The technical operations center provides the same visibility of materiel in transit as at a permanent DDC facility, where both DDXX personnel and customers can access real-time in-

formation about the status of items as they move through the supply chain.

The inside of DDXX’s Theater Consolidation and Shipping Point is structured the same as at DDC’s fixed facilities, allowing the team to process materiel in the same sequence as they do at other locations, so they can begin processing materiel as soon as they arrive.

The deployable center’s first assessment was in Korea last year. During the two-week evaluation, the team processed 140 trucks, eight sea containers and 139 aircraft pallets – more than two million pounds of cargo. At the same time, they reduced the number of trucks delivering materiel and decreased customers’ wait time.

So impressive was the team’s performance, DDC was asked to establish a permanent facility on the Korean peninsula, which opened its doors in July 2007.

“The operations center is globally deployable and easy to get up and running. This is the hand of DLA reaching out to the world.”

— John Schneider





On the **FRONT LINES**

FIRST TO JOIN

Warner Robins Transitions to DLA



Robins Air Force Base, Ga., is home to the 702nd Maintenance Support Squadron, which recently transferred 240 employees in place to the Defense Logistics Agency.

Story by Amy Clement

A new phase of warfighter support began last fall with the activation of Defense Logistics Agency-Warner Robins at Robins Air Force Base, Ga., when 240 employees with the 702nd Maintenance Support Squadron transferred in place to DLA.

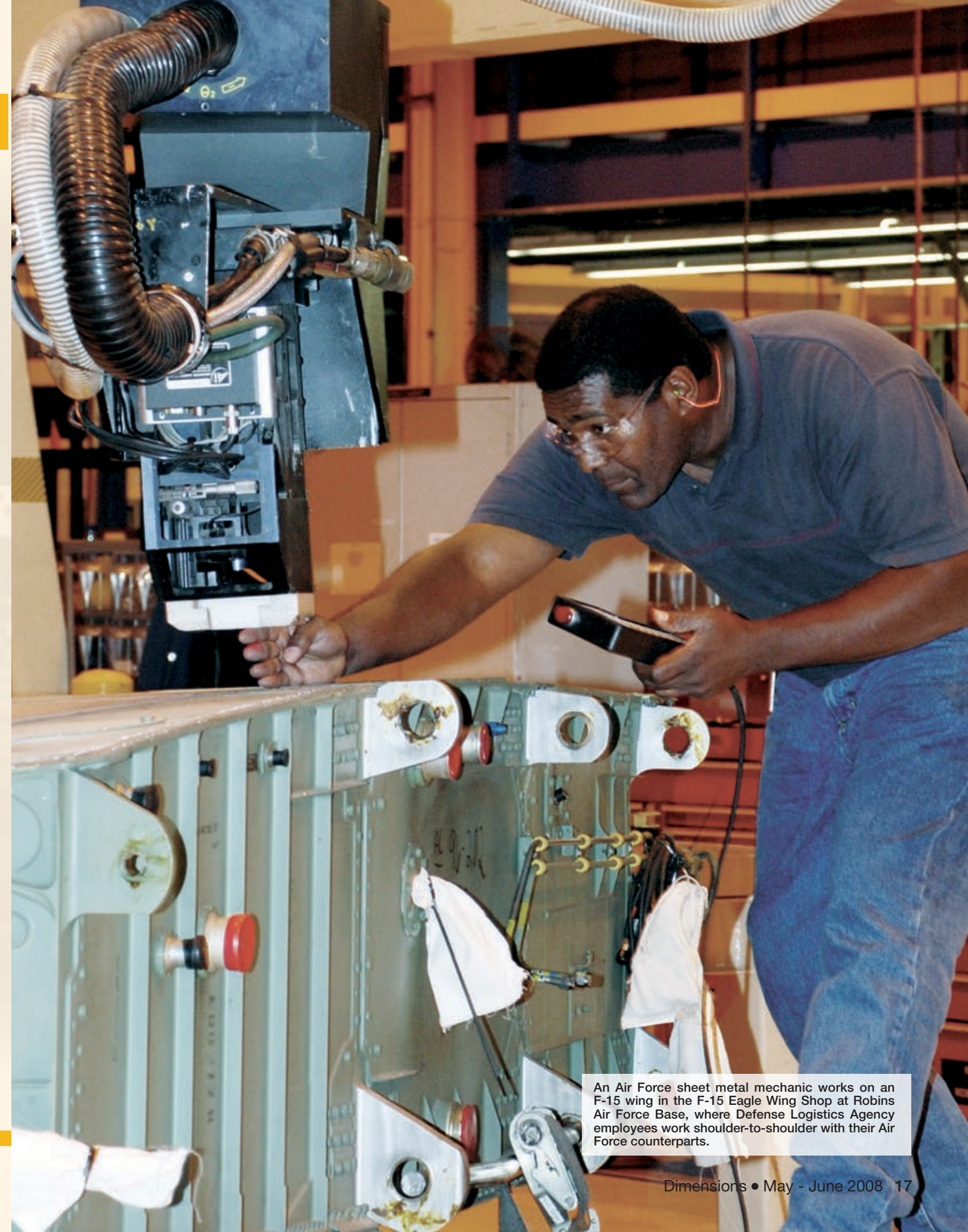
DLA-Warner Robins is the first of 13 detachments the Agency is slated to open over the next several years at Air Force air logistics centers and military service aviation depots. Under the 2005 Base Realignment and Closure decision, the Department of Defense must reconfigure its supply, storage and distribution infrastructure into one integrated provider – DLA.

Managed by DLA's aviation supply chain, Defense Supply Center Richmond, Va., DLA-Warner Robins employees provide supply, storage and distribution support to the maintenance activities for Warner Robins Air Logistics Center. They are located in workshops throughout the center to provide parts for aircraft flight, electronics product support, commodities product support and depot product support.

"This whole effort is truly about warfighter focus and bringing the capabilities that DLA has to offer to the customer – and save resources and consolidate and leverage the efficiencies of the logistics process," said Air Force Col. Madeline Lopez,

Amy Clement is a public affairs specialist at the Defense Supply Center Richmond.

Amy Clement



An Air Force sheet metal mechanic works on an F-15 wing in the F-15 Eagle Wing Shop at Robins Air Force Base, where Defense Logistics Agency employees work shoulder-to-shoulder with their Air Force counterparts.



On the **FRONT LINES**



Amy Clement

the detachment's commander.

Among the benefits of the transfer is accessibility to DLA inventories and tools.

"The planners will be able to see the parts that DLA has, and they will be able to better collaborate and forecast," said Air Force Col. Carl Buhler, the detachment's provisional commander. "They will be able to make better, informed decisions on how to support the maintenance wing and the warfighter will get better support because of this access to more information."

Smooth Transition

Casual observers would have a hard time today differentiating between DLA and Air Force employees in the F-15 Eagle wing shop.

The shop has eight cells in which DLA and Air Force employees work jointly. As wings are brought into the cells, robotic machinery removes the screws so the skin of the panels can be opened. An Air Force maintainer then removes the old foam and examines the wing, compiling a list of parts needing to be replaced, said Mike Abbott, director of the Materiel Control Unit and a newly transferred DLA employee.

Air Force employees send the list electronically to DLA employees located on the shop's second floor. There, DLA employees select parts and materials from stock bins and send them down to an Air Force

Marcel Baril, a Defense Logistics Agency supportability specialist, pulls F-15 Eagle wing parts to fill a request from an Air Force maintainer in the F-15 Eagle wing shop.

Air Force Staff Sgt. Shane A. Cuomo



expediter on the first floor, who then takes the items to the requesting maintainer.

Items not in stock are ordered by DLA counterparts from DSCR or the Defense Distribution Center at New Cumberland, Pa.

A New Way of Doing Business

To bring retail item managers, supportability specialists and analysts up to speed on the Agency's business processes, a team from DSCR's Business Process Support

Directorate conducted two rounds of Enterprise Business System training at Warner Robins.

"We showed them seven transactions we thought would aid them in doing their jobs," said Cindy Capel, supply planning business process analyst in the Business Process Support Directorate. "These transactions are the ones they will use the most."

A transaction for the MMO3 material master, for example, showed users the item's characteristics and

An Air Force F-15 Eagle flies in formation over Naval Air Station, Key West, Fla. The F-15 is supported by the Defense Logistics Agency's detachment at Robins Air Force Base, Ga.

other general information.

"They now have access to more information that the wholesale system has about item management, assets and orders so they can seamlessly execute and research some of their problem items," said Cindy McGee, director of the Business

— continued on pg 21

Beth Reece



Sandra Martin

Employee Paves the Way for Change

Employees at the Defense Logistics Agency-Warner Robins detachment, Robins Air Force Base, Ga., were the first to struggle through the base realignment and closure-mandated transfer of supply, storage and distribution under a single, integrated provider.

Half a year later, employees at other logistics sites and depots are undergoing their own transitions, and employees at DLA-Warner Robins continue pushing through change — with leaders like Sandra Martin at the helm.

Martin, a supply system analyst, has spent nearly three weeks of each month since the detachment's Oct. 15 activation at DLA's Fort Belvoir, Va., headquarters getting to know the Enterprise Business System. Her work includes identifying design changes needed in EBS and Air Force supply



On the **FRONT LINES**



Air Force Master Sgt. Demetrius Lester

Air Force staff sergeants perform electrical work on an F-15 Eagle at Bagram Air Base, Afghanistan. Wings on the F-15 are maintained by Air Force and Defense Logistics Agency personnel at the Agency's Warner Robins Detachment, Robins Air Force Base, Ga.

systems so customers continue getting parts when and where they're needed.

"There are training, process and regulatory issues to deal with because we're used to working under Air Force systems and Air Force policy, with Air Force inventory and money," she said. And the move from two requisition systems to four has been a challenge for employees and customers alike.

"When you've got a mechanic waiting to complete his job because he can't get a part, he doesn't understand two hours. All he knows is yesterday he got it in nanoseconds," she said. "It takes time to understand where the bottleneck is, to see what needs to change in the system and how that change impacts other

parts of the system."

Such system migrations take time, she said. Once design changes are identified, programmers then have to write codes and the codes have to be tested. "And meanwhile, the Air Force has to write its own code so our systems are all compatible.

"Just when you think you have it, there's a new kink thrown in or decision made that throws you because you're interfacing with not just one system, but several," she said.

When talk of change began in 2005, Martin – like most of her coworkers – feared an end to an era, one in which she'd climbed from lower-level supply jobs to her current supervisory position. When she recognized the BRAC realignment as an opportunity, Martin decided to

motivate her staff.

"You guys have no idea how much your knowledge is going to be treasured," she told them. "You are the ones who – as we go through systemic and process changes – have sight of the entire picture and can influence how we do business under DLA."

Most employees' fears have relaxed since the transfer, according to Martin.

"Change is always hard for people; it's human nature," she said. "But no one has lost a job and no one is being told not to support the customer no matter who we work for though we may do it differently."

— Beth Reece

— continued from pg 19

Process Support Directorate.

One challenge for the recently transferred DLA employees is becoming familiar with DLA's terms and acronyms.

"What we call a sales order, they call a requisition," McGee said. "They have to learn our terminology and will have to go in and use the system in order to become more familiar with the acronyms, as well as how the system works."

Town hall meetings were held long before the transition to keep employees informed about personnel services, information technology changes and the transfer timeline.

"The communication with us was very good," said John Ricks, one of the employees who transferred to DLA. "The initial concern was that of being anxious and not knowing what to expect. But now that it is here, it's kind of invisible and it has gone smooth so far. People are doing the same functions; we're just working for DLA instead of the Air Force. I'm happy so far."

Transitions similar to the one at DLA-Warner Robins have already started taking place at other Air Force air logistics centers. The DLA-Oklahoma City detachment at Tinker AFB, Okla., stood up in February, and DLA-Ogden rolled out April 11 at Hill AFB, Utah. 🌟

Oklahoma Employees Join Agency

More than 300 employees transferred in place to the Defense Logistics Agency from the 776th Maintenance Support Squadron, part of the 76th Maintenance Wing at Oklahoma City Air Logistics Center, as part of the standup of DLA-Oklahoma City Feb. 3.

"I'm excited about the transition," said Rhonda Zatelli, a management analyst who transferred to DLA. "DLA is different from the Air Force, but this is going to be a successful transition. We have a great group of people transferring over."

DLA-Oklahoma City will be managed by Defense Supply Center Richmond, Va., which oversees DLA's aviation supply and demand chain. Air Force Lt. Col. Kelly Larson is the commander of DLA-Oklahoma City.

"Working for DLA means I now put on a different hat, but it's business as usual," said Della West, an inventory management specialist who spent 31 years working for the Air Force in various capacities. "I'm looking forward to the challenge. I want to see what is going to be new and different."

Acknowledging the accomplishments of 776th MSS employees, Larson said these same individuals will ensure the success of DLA-Oklahoma City.

"We are a new organization, but our members have a clear understanding of the mission and have been working side-by-side with their customers for years," he said. "They are the key to ensuring continued support to the warfighter."

— Tonya Johnson
Defense Supply Center Richmond Public Affairs



Jeanett McAllister, a supply technician, and Mark Kinsley, a product materiel technician, gather aircraft engine parts requested by mechanics at Oklahoma Air Logistics Center. McAllister and Kinsley transferred in place to the Defense Logistics Agency and work in the engine support section, which has DLA-managed parts.

DFSP Grand Forks Ends 50-Year Legacy

The Defense Fuel Support Point Grand Forks, N.D., closed in November after 49 years of service to military installations in Minnesota and the Great Plains states.

Defense Energy Support Center officials decided to close the DFSP after determining it could more efficiently and economically supply the region's customers with truck deliveries from other sites.

In its prime, the DFSP supplied nearby Grand Forks Air Force Base with fuel via a 14-mile-long pipeline and supplied nine other military installations via truck deliveries. By fall 2006, Grand Forks AFB was practically the sole customer for the terminal.

DESC prepared the site for closure by working with Doss Aviation, the terminal operation contractor at the DFSP, and La Pier Oil Company, a sub-contractor hired to conduct closure operations.

— Susan Declercq Brown
Defense Energy Support Center
Public Affairs Office



The pipeline inspection gauge is loaded at Defense Fuel Support Point Grand Forks, N.D., in preparation for the last pipeline delivery to Grand Forks Air Force Base Oct. 3.



President George W. Bush delivers copies of his speech to Speaker of the House Nancy Pelosi, D-Calif., and Vice President Dick Cheney prior to delivering his 2008 State of the Union Address Jan. 28 at the U.S. Capitol. Defense Logistics Agency's Document Automation and Production Service produced booklets containing the speech's script.

DAPS Delivers State of the Union Address

The Document Automation and Production Service and its White House production facility played a key role in delivering President George W. Bush's 2008 State of the Union Address to Congress Jan. 28.

Just hours before the event, the DAPS White House production facility received the final version of the script from White House public affairs and graphics staff. Louis Rager and his DAPS team rapidly produced 800 saddle-stitched copies of the address and handed them off to a courier for transportation to Capitol Hill.

Television viewers could see the DAPS-produced booklets in the hands of members of Congress and other attendees, and many of the red-bordered booklets were signed by the president

as he exited.

DAPS is the document provider to the White House, the "president's printer," by Executive Order 12134. Under the order, DAPS facilities can be called upon at any time to support the document needs of the U.S. president while in the nation's capital or on travel worldwide.

Early this year, DAPS also printed the Department of Defense fiscal 2009 budget request. Although document files were received a full week later than expected on Jan. 31, DAPS provided a partial delivery of 200 books — more than 300 pages each — to the secretary of defense and key Pentagon staff Feb. 2. An additional 100 copies were delivered Feb. 6.

— Keith Beebe
Document Automation and Production Service
Public Affairs Office

The following employees, teams and offices were presented awards at the 40th Annual Defense Logistics Agency Recognition Program Ceremony

Outstanding Personnel of the Year Awards

Defense Logistics Information Service
Susan Anderson

Defense Supply Center Columbus, Ohio
Lori Archibald Sheryll Matthews

Defense Energy Support Center
Tia Ahmed Linda Lorillard Maria Ng

Logistics Operations and Readiness
Army Sgt. 1st Class Carolyn Harvey

Defense Distribution Center
Roudy Broadway Donald Hernandez
Patricia Kuntz

Team Performance Awards

Small team: Operation Tinker Forward Team from Defense Supply Center Richmond, Va.

Medium team: DSCC's Voluntary Protection Program Initiation Team

Large team: Deployable Distribution Center Team

Equal Employment Opportunity Awards

EEO Activity of the Year:
Defense Supply Center Philadelphia

DLA Outstanding Employee with a Disability:

Constance Gardener, DSCC

Achievement in EEO by a Line Manager:

Cathy Moore, DSCR

Achievement in Equal Employment Opportunity by a Non-Manager:

Maria Castillo, Information Operations

Other Enterprise Awards

DLA Fire Department of the Year:
Defense Distribution Depot San Joaquin, Calif.

DLA Firefighter of the Year:

Lawrence A. Beal, DDJC

DLA Fire Officer of the Year:

Robert Williams, DSCR

DLA Fire Prevention Program of the Year:

Fire Department DSCR

Suggestion Awards

Award for Most Suggestions Approved:

Mark Cannella, DSCC

DLA Suggestion Award for Largest Monetary Award:

Harold Robinson, Defense Reutilization and Marketing Service

Leadership Awards

Tier 1 (non-supervisor)

Teresa Lindauer, DLIS

Tier 2 (supervisor less than two years)

William Cochran, DESC-Europe

Tier 3 (supervisor two to 10 years)

Jeff Stagnitti, Logistics Operations and Readiness

Tier 4 (supervisor more than 10 years)

George Atwood, DESC

Tier 5 (manager of managers)

Cornel Holder, Defense National Stockpile Center

Officer of the Year Awards

DLA's Company Grade Officer of the Year:

Air Force Capt. Fontez Wilkerson, DSCC

DLA's Senior Noncommissioned Officer of the Year:

Air Force Senior Master Sgt. Franchot Hicks, DSCR

Junior Noncommissioned Officer of the Year:

Navy Storekeeper 1st Class Rosetta Aaron-Centeno,

Defense Distribution Depot Yokosuka, Japan

DLA Joint Reserve Forces Junior Officer of the Year:

Navy Lt. Donetta Sholette, DDC

DLA Joint Reserve Forces Senior Enlisted Member of the Year:

Navy Storekeeper Senior Chief Derrick Bond, DRMS

DLA Joint Reserve Forces Junior Enlisted Member of the Year:

Army Reservist Staff Sgt. Vladika Trubacik, DDC

DLA Employee of the Quarter Annual Winner

Mark Stanley, Information Operations

DLA Environmental Award

DDC, Base Realignment and Closure Team from the former Defense Depot Memphis, Tenn., site

Quality of Life Operations Excellence Award

Christopher Bolich, DLA Enterprise Support-Columbus

DESC Employee One of DOD's First to Receive War on Terror Medal



A Defense Logistics Agency employee who jokes that fuel runs in his veins became one of the Defense Department's first 14 civilians to receive the Secretary of Defense Medal for the Global War on Terrorism in a Pentagon ceremony in March.

Larry Spalding, a distribution facilities specialist for the Defense Energy Support Center, spent more than two years in Bahrain supplying fuel and additives to warfighters in Iraq and Afghanistan between 2002 and 2004.

Approved last August, the medal recognizes DOD civilians' contributions to the current war.

Of the more than 16,000 employees Pentagon officials estimate qualify

for the award, DLA records indicate as many as 630 Agency employees may be eligible, according to Patricia McMinn, human resources specialist for DLA's Human Resources Policy and Information Office.

"We are asking more of our civilian employees in this war than in the past. We are asking them to be part of an expeditionary force," David S.C. Chu, undersecretary of defense for personnel and readiness, said during the ceremony.

DOD civilians contribute so much they should have their own military branch, according to Spalding, a former Marine.

"I don't think the American public really knows that there've been 16,000 of us over there so far. Some civilians have died and many have been injured serving over there," he said.

According to Chu, 118

DOD civilians have been injured while serving in the current war. Seven have died.

A "big believer" in nonmonetary recognition, Spalding said he is honored to be DLA's first to receive the medal, but added that hundreds of other employees are equally as deserving. He was chosen to be the first because of the number of days – 755 – that he served in a war zone.

"This award will always bring back memories of friends and co-workers, and of the Arab nationals I dealt with," he said. "And I'm hoping it will mean a whole lot more to my kids and grandkids than its intrinsic value of just being a piece of metal – it will tie them to the beginning of the war on terror."

DLA's Human Resources Office is awaiting approval from the Office of the Secretary of Defense to begin processing the award for other Agency employees.

Employees who supported military operations in areas designated combat zones for 30 consecutive days or 60 non-consecutive days since Sept. 11, 2001, are eligible.

For more information, call McMinn at (703) 767-0603 or Mary Howard at (703) 767-8101.



Larry Spalding of the Defense Energy Support Center receives one of the first Secretary of Defense Medals for the Global War on Terrorism during a Feb. 26 Pentagon ceremony. Presenting the award is Deputy Secretary of Defense Gordon England while Marine Corps Gen. James E. Cartwright, vice chairman of the Joint Chiefs of Staff, waits to congratulate Spalding.

– Beth Reece

PROTECT

Story by Heather Athey

What was once considered a victimless crime by law enforcement now annually claims a skyrocketing number of casualties.

The Federal Trade Commission estimates as many as nine million Americans have their identities stolen each year and most victims only realize their Social Security number, bank account number or credit card information has been compromised after the damage has been done.

While some identity theft complaints are resolved quickly, many consumers spend hundreds of dollars and hours repairing credit damage. In a 2006 survey, the FTC found 11 percent of consumers reporting a complaint spent three months or more to resolve their problems.

"You may not find out about the activity until you review your credit report or look at a credit card statement and notice charges you didn't make," said Joan Hellon, Defense Logistics Agency Enterprise Support's Operations Security program manager.

According to the FTC, identity thieves dig through trash to find bills or other papers with account numbers or personal information. They may also steal credit and debit card numbers while processing card transactions and some may even hide unauthorized activity by using change of address forms to divert account billing statements to another location.

Over the past several years, potential thieves began using a sophisticated technique called "phishing" where they create Internet pop-up messages or e-mail spam to get account holders to reveal personal information. And thieves aren't above using old-fashioned pick pocketing or purse snatching to get the information they seek, Hellon said.

Would-be thieves can also steal personal information through accidental release by an employer, or by bribing employees with access.

YOURSELF

Defending Against Identity Theft

Established federal laws balance the need for agencies to collect sensitive data with employee's privacy rights, but collecting and retaining certain information is necessary for day-to-day operations. Agencies need personal information to conduct routine business, like maintaining employment records, processing benefits transactions and granting access to information technology systems.

"Protecting personally identifiable information is important because the information can be misused to embarrass people, for identity theft or for fraud," said Lew Oleinick, DLA chief privacy officer. "The Department of Defense has laws in place to guarantee the privacy of individuals, but our employees are responsible for protecting the information, both their own and that of others, that they encounter on a daily basis."

In response to the growing number of incidents in which federal and state agencies were at fault for unauthorized release of personal information, DLA took steps last year to keep such disclosures from happening here. All employees completed mandatory training on what is considered personally identifiable information, as well as who requires access and how to physically and electronically secure personal data.

"DLA is far ahead of most agencies in the federal government in establishing policies and procedures for protecting personally identifiable information from accidental release," said Susan Chadick, deputy general counsel. "But everyone needs to pitch in so we can stay on track and protect both the information and our employees."

Security experts say while nothing can completely guarantee consumers won't be a victim of identity theft, there are ways to minimize risk. At work, safeguard personal information belonging to others as you would your own. Select intricate passwords based on requirements mandated by the Information Operations Directorate, and commit them to memory. Also beware of spam or unsolicited e-mail that may be phishing for personal information and

Defending Against Identity Theft ...continued

report suspicious messages to IT staff at dla.spamalert@dla.mil.

At home, shred financial documents and paperwork before discarding. Keep personal information secured in a locked filing cabinet or fire safe and give out Social Security numbers only if absolutely necessary. Verify the source if asked to provide personal information over the phone, in the mail or over the Internet.

"Unlike victims of other crimes, who are generally treated with respect and sympathy, identity-theft victims often find themselves having to prove they're victims too – not deadbeats trying to get out of paying bad debts," said the FTC in "When Bad Things Happen to Your Good Name."

If you suspect you've become a victim of identity theft, the FTC recommends you take action immediately to preserve your rights.

- Place a fraud alert on your credit reports and review the reports carefully;
- Close any accounts that have been tampered with or established fraudulently;
- File a report with law enforcement officials in case creditors want proof of the crime; and
- Report the theft to the FTC to help law enforcement organizations across the country in their investigations. 🌟

To learn more about identity theft and how to defend against it, visit www.ftc.gov and click Avoid ID theft.

Funding the Source

Story by Heather Athey

Operating the Department of Defense's only combat logistics support agency requires coordinating a global distribution web, employee expertise and sophisticated information technology systems. But funding those daily operations is surprisingly simple.

Ninety-eight percent of the Defense Logistics Agency's budget is resourced through the Defense Working Capital Fund, a business-oriented financing model where money spent to support customer requirements is replenished by money generated through orders placed by DLA's customers. In fiscal 2007, that budget was just under \$38 billion — with \$34.2 billion in sales — enough to put DLA at number 65 on the Fortune 500 if it were a for-profit company.

Revenue from customer orders funds DLA's day-to-day warfighter support as well as paychecks and monetary awards, contracts, supplies and training. Prices for Agency goods and services are set to earn back the expenses of doing business, plus the actual cost of the goods and services sold.

"As long as the Agency maintains cash in its checkbook, operations can continue," said Tony Poleo, director of Financial Operations and DLA's chief financial officer. "But, since 'deposits' depend on customer orders, it was important for us that President George W. Bush signed the fiscal 2008 Department of Defense appropriations bill Nov. 13, because our customers needed this authority to order DLA goods and services."

The influx of cash ensures DLA's ability to maintain uninterrupted support to America's warfighters at home and abroad for the current fiscal year, he said.

While the DWCF is DLA's main financial engine, appropriations account for 2 percent of the overall budget, financing readiness-related initiatives and programs. The DLA slice of the \$459.3 billion Defense Appropriation bill is \$515.4 million, broken down over operations and maintenance; procurement; and research, development, test and evaluation, or RDT&E accounts.

This fiscal year, DLA received \$308.4 million in O&M funding, \$8.6 million more than its official budget request, known as the President's Budget request. These funds go toward paying for items not related to daily DLA operations, namely items that are considered uniquely defense or military-related.

"One such cost is the Warstopper program," said Pat Kashmer, an analyst in the integration and corporate operations section of the Financial Operations Directorate. "This program is military unique because hard to procure components and

surge capabilities need to be in place before we are faced with contingency requirements. This account allows DLA to provide support to warfighters as soon as a critical need arises."

The defense bill authorized the full amount of DLA's President's Budget procurement request — \$8.9 million. These funds go toward buying passenger vehicles at the Agency's overseas locations, as well as microelectronic equipment such as new, replacement or upgraded tools used for engineering analysis and prototype design.

Logistics R&D technology programs are funded through DLA's RDT&E appropriation. The Agency received approximately \$175.2 million for fiscal 2008, including Congressional add-ons of \$108.5 million. Projects under the R&D account include support of alternative energy initiatives and the Medical Logistics Network. Another R&D project receiving substantial attention is the Radio Frequency Identification technology project, aimed at improving the end-to-end visibility and tracking of RFID-tagged medical supplies throughout the supply chain.

An additional bill, the military construction, or MILCON, and veterans affairs appropriation, provided needed funding for DLA's military construction, base realignment and closure actions and family housing operations.

The Agency's MILCON account is used primarily to fund construction projects to replace or maintain fuel infrastructure for fuel storage facilities or pipelines belonging to Defense Energy Support Center, DLA's field activity responsible for supplying fuel to military customers throughout the world. MILCON dollars also fund construction projects at other Agency field activities costing more than \$750,000.

According to Dave Van Pernis, staff director for DLA Enterprise Support's installations management, most MILCON projects are executed to improve existing operational capabilities at military installations, provide facilities for new missions or replace facilities with

environmentally threatening conditions.

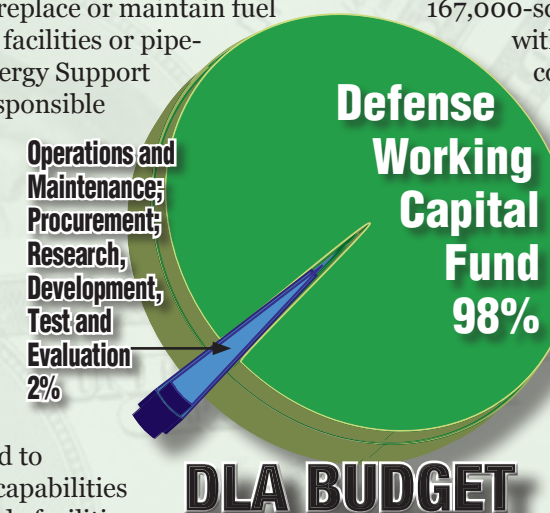
In fiscal 2007, DLA started such a project to replace fuel storage facilities at Naval Air Station Whidbey Island, Wash. The \$26 million project will replace all 16 of the station's deteriorating World-War-II-era underground fuel storage tanks with a modern fuel storage terminal using above-ground fuel tanks with capacity to store more than 3.7 million gallons. These new tanks will also eliminate the environmental hazard posed by the older underground tanks, said Van Pernis. The new terminal is slated to be operational by June 2009.

The MILCON appropriation also provides for investments in DLA's family housing infrastructure, located at the Defense Supply Center Richmond, Va., and Defense Distribution Depots San Joaquin, Calif., and Susquehanna, Pa. DLA currently maintains 201 military family housing units, 31 at DSCR, 30 at DDJC and 140 at DDSP.

The final account funded by this appropriation is the base realignment and closure account which funds construction and environmental projects, or personnel-related costs associated with specific base realignment and closure actions. The Agency set aside money to execute three MILCON projects to implement the BRAC 2005 recommendations for supply, storage and distribution management reconfiguration.

Last fiscal year, DLA allocated money for a 167,000-square-foot general-purpose warehouse with administrative and utility annexes, configured for a consolidation, containerization and palletization operation to open a strategic distribution platform at Defense Distribution Depot Warner Robins, Ga. Agency employees will consolidate and containerize outbound stock shipments for timely delivery to global customers at that location.

In mid-May, the House of Representatives usually begins action on the annual appropriations bills. As each committee puts out its bills, the Agency's financial planners will review the new requirements and begin drafting responses, said Kashmer. 🌟



TEN QUESTIONS WITH...

by DLA Public Affairs

Jeff Neal

Human Resources Director Talks NSPS

In an interview taped for Defense Logistics Agency employees, Human Resources Director Jeff Neal answered 10 questions about the Agency's recent deployment into the National Security Personnel System.

1. DLA converted non-bargaining unit positions into NSPS Feb. 3. How did it go?

We moved more than 4,000 DLA employees into NSPS Feb. 3 smoothly. We had a minor hiccup with five records, but nothing that impacted anybody's pay.

We're slated to move another three to four hundred employees into NSPS in April and that's all we have scheduled. When or if the rest of the work force will ever go into NSPS depends on a number of things happening in the Defense Department right now.

2. Who determines the Local Market Supplement?

Editor's note: Local Market Supplements are additional payments to employees in specified local market areas, occupations, specializations or pay bands not considered adequate by world-wide pay band rate ranges. LMSs replace locality pay and special salary rates in NSPS and are added to the base salary.

The Local Market Supplement is determined by the Secretary of Defense and he has determined the LMS will follow the locality rates currently identified by the Office of Personnel Management. For example, folks in New Cumberland, Pa., currently covered in the Washington, D.C., locality area are going to stay in that locality area. The Department has the authority to determine different localities, but it will be using locality areas and rates identified by OPM for the foreseeable future.

3. Will DOD publish the criteria used to determine Local Market Supplements?

The Department will publish guidance when it wants to change the LMS by changing localities or changing percentages.

4. Will speed bumps be imposed to prevent non-supervisory General Schedule employees at the Grade 14 level from exceeding the GS-14 Step 10 level of pay?

The Department provided agencies the ability to institute control points to help keep a lid on pay. In the band encompassing what used to be GS-14 to GS-15, we may set some midpoint where certain positions are above and certain positions are below. The control points, as determined by DLA, will provide a way of monitoring and maintaining reasonable distinctions between positions. We have not yet determined where these control points will be, but I can tell you we won't be doing something that basically just replicates the GS system. We'll be doing a limited number of control points to make certain that we don't have unreasonable expectations about what pay folks will be earning.

5. Can bonus money be taken and used elsewhere?

Money set aside for pay is still set aside for pay. Everything that we had for salaries, within grade increases and bonuses goes into a performance pot of money that will be used to pay salaries, raises and bonuses. The law requires us to keep that money accounted for separately and to spend what we were planning to spend prior to NSPS.

We're not going to say, 'Well, you know, we had a million dollars set aside over here for bonuses, but we'd really like to have a new parking lot, so we're going to use the money for that.' We can't do that, and if we could, we wouldn't. We're not going to rob our employees to pay for other things. That isn't the way DLA does business.

6. What pay counts toward retirement benefits under NSPS? Will the amount we can contribute to the Thrift Savings Plan remain the same?

Nothing has changed about retirement. Pay considered base pay counts towards retirement, but things like bonuses do not. What you can put into TSP hasn't changed; the percentages and the caps are all still the same.

7. Is there a way to increase an employee's salary outside of the normal end of cycle process?

There are a variety of different ways to increase an employee's salary. Under a directed reassignment, we can reassign a person from position A to position B and give them a pay increase from zero to as much as 5 percent. I encourage folks to take a look at our Web site and look at the basic information on NSPS for more information on pay increases.

8. A new employee is hired into a supervisory GS-13 position with growth potential to the 14. If the employee is converted to NSPS prior to receiving the GS-14, how will his/her salary be increased?

A situation like this is not really considered a promotion anymore, it's a move inside a pay band, or in some cases a move from one band to another, depending on whether the position is supervisory. That type of move is still allowed. One of the things that NSPS did is remove time in grade restrictions, so it's actually a little bit easier to do things like this than it was under the General Schedule system.

9. What is the next big event for NSPS?

A mock pay out. We're going through the process of doing an evaluation and determining pay outs and bonuses. The purpose is to exercise the system and see how it works. Do we have pay pools established in a way that makes them manageable? Do we have job objectives that make sense?

An employee and their supervisor may sit down in the mock process and realize a job objective isn't going to work or doesn't make sense. Or, if we determine a pay pool is so big it's not manageable or if one is so small there isn't enough money available to make meaningful distinctions, we can fix those issues.

The idea is to exercise the entire process, see how it works and make adjustments before we do a real cycle of performance ratings and pay-outs that will affect people's pocketbook.

10. What else would you like to say to DLA employees about NSPS?

I think there's nothing for employees to worry about. Employees need to be informed because NSPS is a new system and they should take advantage of training and information available on the DLA HR Web site and the DOD NSPS Web site. You need to familiarize yourself with NSPS, see how this system is going to affect you and see how you can best perform and thrive in the system.

To watch the full interview online, go to http://dlavideoprograms.hq.dla.mil/videos/NSPS_March_2008.wmv.

For more information on NSPS, visit www.hr.dla.mil, or www.cpms.osd.mil/nsps.



Employee Conquers Fear

Story by Cathy Hopkins

Patricia Lewis wondered for years what the view is like when free-falling from an altitude of 14,000 feet.

"It is something I have wanted to do for awhile now – despite a fear of heights – but I just kept putting it off and making excuses," said Lewis. "I felt like I was holding myself back."

A customer account specialist in the Air Force Customer Facing Division, Aviation Customer Operations, Defense Supply Center Richmond, Va., Lewis works with the C-130 weapon system. The C-130 Hercules is the prime transport for air dropping troops and equipment into hostile areas.

So how did Lewis go from supporting aircraft to jumping out of them? Last August, Lewis started making plans to go on her first dive in October – a birthday gift to herself. All she needed was a dive partner.

"I was talking with my massage therapist about it and the next thing I knew, she called me with an open slot to dive with her," said Lewis. "So instead of two months to mentally prepare, I had about two hours."

Skydivers free-fall 9,000 feet in roughly 40 seconds at speeds between 125 and 140 miles per hour before pulling the parachute cord at 5,000 feet. From there, they spend five to seven minutes slowly floating to the ground.

Cathy Hopkins is a public affairs specialist at Defense Supply Center Richmond.

"The ground looks very far away at 14,000 feet. You can see brown and green but can't really make anything out," she said. "You see and feel the clouds you are falling through, and it seems more like floating forward than falling downward."

But Lewis' experience wasn't as serene as she makes it sound.

"I panicked a little on the first jump and forgot what I was supposed to do with my legs because I was trying to remember to breathe," she said.

When Lewis' friends and family had a hard time understanding why she wanted to jump out of a perfectly good airplane, she explained that she was tired of her life being predictable, without challenge or adventure.

"I had to stop being my own hindrance and make it happen – whatever 'it' is," she said. "I don't want to be like everybody else. It was time to cut that follow-the-leader mess that I used to be in. I needed to do my own thing – be unique and live life."

Lewis urges others to get rid of the "can'ts" and "won'ts" that can prevent them from following their dreams. "It is okay to be scared, unless your fears limit you."

Since October, Lewis has done two tandem jumps and one bungee jump. She's currently planning future "extreme events."

"I call that first plunge my 'leap of faith,'" she said. "My 'what if' became 'why not.'"

Dave Urbanski, Skydiving Adventures, West Point, Va.



Patricia Lewis, a customer account specialist at Defense Supply Center Richmond, Va., takes her second skydive with tandem instructor John Heady in October.

FREE-FALL

COLUMBUS KEEPS MRAP MOVING

Story by Dan Bender

The Defense Supply Center Columbus, Ohio, is playing a prominent role in one of the highest-priority Department of Defense acquisition initiatives in years.

DSCC is home to the Defense Logistics Agency's project office for the Mine Resistant Ambush Protected vehicle, a truck-like vehicle designed with a V-shaped hull to deflect blasts from underneath, providing greater protection for the troops inside against roadside bombs.

The MRAP, larger and heavier than the up-armored Humvees currently in use by troops, is reportedly Defense Secretary Robert Gates' highest priority in the war effort.

According to Ann Bradway, deputy director of Maritime Supplier Operations, the project team is working closely with an MRAP

joint program office headed by the Marine Corps, as well as U.S. Tank-automotive and Armaments Command, to provide logistics support to the vehicles and their entry into the theater of operations in Iraq and Afghanistan.

One of DLA's primary concerns is acquiring and maintaining a steady supply of tires for the MRAPs.

"We will be able to capitalize on our tire privatization contract with Michelin North America to provide tires for the vehicles as they are built and to maintain a supply after they are delivered to the warfighter," Bradway said.

In addition, DLA has agreed to buy about 240 national stock numbered items identified by the Marines as critical to MRAPs.

Through the end of January, 4,386 MRAP

vehicles had been delivered, of a total 11,891 ordered. The delivery schedule for the remaining vehicles on order runs through July, Bradway said.

The military services currently rely on vendors and suppliers to maintain production using the Contractor Logistics Support initiative, but plan to transition to direct DLA oversight as quickly as possible.

"We are making sure we are shoulder to shoulder with all the planning personnel so when the transition time comes, we will be ready," Bradway said.

Along with Bradway, land supply chain employees Army Lt. Col. Jay Proctor and Jeff Gamber are leading DLA's effort on the

massive MRAP project.

Gamber said the current mix of DLA and CLS is "the hybrid supply support solution for the joint force," but added that such an arrangement and the push to produce the MRAPs as quickly as possible do present challenges. Among the challenges is the lack of failure data on the system.

"Multiple vendors are manufacturing MRAP vehicles at different rates and the Army and Marine

Corps are provisioning and cataloging parts while vehicles are deployed to the field," he said.

Gamber noted designs for all systems have not yet been standardized and many will evolve as improvements are made to the vehicles.

"DLA must adapt and share some investment risk with our military customers

since, on average, about 24 percent of the NSNs attached to MRAPs thus far are common to existing weapons platforms," he said. "The remaining 76 percent will largely be new procurement and first-time buys. ✨



(Above and left) Mine-resistant ambush-protected vehicles sit parked on the flightline at Charleston Air Force Base, S.C. Defense Supply Center Columbus, Ohio, is home to Defense Logistics Agency's project office for MRAP support.



An Airman double-checks load information on a pair of Mine Resistant Ambush Protected armored vehicles. Defense Logistics Agency is poised to begin oversight of MRAP production support.

Dan Bender is a public affairs specialist at Defense Supply Center Columbus.